

## UNITED STATES SECURITIES AND EXCHANGE COMMISSION WASHINGTON, D.C. 20549-3010





June 30, 2005

Adam Newton Counsel The Procter & Gamble Company Legal Division One Procter & Gamble Plaza Cincinnati, OH 45202-3315

Re:

The Procter & Gamble Company Incoming letter dated May 4, 2005

Dear Mr. Newton:

This is in response to your letter dated May 4, 2005 concerning the shareholder proposal submitted to Procter & Gamble by John Jennings Crapo. Our response is attached to the enclosed photocopy of your correspondence. By doing this, we avoid having to recite or summarize the facts set forth in the correspondence. Copies of all of the correspondence also will be provided to the proponent.

In connection with this matter, your attention is directed to the enclosure, which sets forth a brief discussion of the Division's informal procedures regarding shareholder proposals.

PROCESSED

AUG 1 9 2005

THOMSON FINANCIAL

Sincerely,

Jonathan A. Ingram
Deputy Chief Counsel

onatham a i Inc

**Enclosures** 

cc:

John Jennings Crapo

P.O. Box 400151

Cambridge, MA 02140-0002

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P&G

## RECEIVED

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MIFICE OF CHIEF COUNSEL CORPORATION FINANCE

Adam Newton Legal Division Counsel The Procter & Gamble Company Legal Division One Procter & Gamble Plaza Cincinnati, OH 45202-3315 www.pg.com

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#### **VIA FEDERAL EXPRESS**

May 4, 2005

Office of Chief Counsel Division of Corporate Finance Securities and Exchange Commission 450 Fifth Street, N.W. Washington, D.C. 20549

RE: The Procter & Gamble Company / Proposal Submitted by John J. Crapo

Ladies and Gentlemen:

This letter and the enclosed materials are submitted on behalf of The Procter & Gamble Company (the "Company") in accordance with Rule 14a-8(j) under the Securities Exchange Act of 1934, as amended (the "Exchange Act").

The Company received a shareholder proposal from John Jennings Crapo in a handwritten submission dated March 11, 2005 (the "March Proposal"), received to the Secretary's Office on March 17. Mr. Crapo requested inclusion of the proposal in the Company's Proxy Statement for its 2005 Annual Meeting of shareholders. Because this submission exceeded 500 words, the Company timely requested that Mr. Crapo submit a revised proposal that complied with the requirements of Rule 14a-8. Mr. Crapo submitted a revised statement dated April 2, 2005 (the "Revised Statement"). This submission, including its additional exhibits, also exceeds 500 words.

The Company intends to omit the Revised Statement as well as the March Proposal under Rule 14a-8(f)(1) on the ground that the proponent has not complied with the word of paragraph (d) and under Rule 14a-8(i)(3) as being inherently vague and indefinite. To the extent the proposal can be read to present a definite recommendation, the recommended action either requests a violation of state law contrary to Rule 14a-8(i)(2) or has been substantially implemented under Rule 14a-8(i)(10), depending on the interpretation. However, neither the Company nor its shareholders should be compelled to struggle with varying interpretations of a submission that not "clearly presented." For these reasons, the Company respectfully requests the Staff's concurrence that no enforcement action will be recommended if the Company omits the March Proposal and the Revised Statement.

Pursuant to Rule 14a-8(j) under the Exchange Act, please find enclosed six copies of the March Proposal and the Revised Statement by Mr. Crapo, this letter, and our correspondence with the proponent concerning his proposal. The Company is simultaneously providing a copy of this submission to Mr. Crapo.

#### Procters Gamble

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#### 1. Failure to comply with Rule 14a-8(d)

Rule 14a-8(f) provides that a company may exclude a shareholder proposal if the proponent fails to comply with the eligibility or procedural requirements, provided that the company timely notifies the proponent of the deficiency and the proponent fails to correct the deficiency within the required time. Rule 14a-8(d) states that "the proposal, including any accompanying statement, may not exceed 500 words." The Staff has explained that "any statements that are, in effect, arguments in support of the proposal constitute part of the supporting statement" for purposes of this word limit. Please see Staff Legal Bulletin No. 14 §C(2)(a) ("SLB 14") (July 13, 2001) (stating that any "title" or "heading" that meets this test may be counted towards the 500 word limit).

#### A. The March Proposal exceeds 500 words

Mr. Crapo's handwritten March Proposal contains numerous crossed-out deletions and edits, as well as two exhibits. <u>Please see Exhibit A</u>. This proposal well exceeds 500 words.

Accordingly, within 14 days of receipt of the proposal, the Company notified Mr. Crapo of this deficiency by letter dated March 23, 2005. <u>Please see Exhibit B</u>. This letter noted that the proponent's proposal and statement consisted of more than 500 words and invited Mr. Crapo to submit a revised submission that complied with the required limit. The Company's letter clearly explained:

- the requirement of Rule 14a-8(d) that a proposal, together with any supporting statement, not exceed 500 words; and
- the requirement that a conforming response had to be postmarked or submitted electronically within 14 days of receipt of the Company's notice.

Consistent with SLB 14, the Company enclosed a copy of Rule 14a-8 in its March notice.

#### B. The Revised Statement exceeds 500 words

Mr. Crapo responded to this notice with a handwritten submission dated April 2, 2005, in which he makes reference to "my revised supporting statement." <u>Please see Exhibit C</u>. The Company views this Revised Statement also as excludable under Rule 14a-8(d).

Though the proponent appears to have reduced the narrative portion of his statement, he has added several exhibits that cause the submission to exceed 500 words. The Company asserts that the text of such supplementary materials should be included when counting the words of the proposal and statement. To permit a proponent to circumvent the 500 word limit by appending exhibits is to undermine the requirement of Rule 14a-8(d). It should not be the responsibility of the registrant to determine which exhibits form an integral part of the proposal and should be considered as part of the word total and which exhibits are superfluous. It can be safely presumed that a proponent who appends supplementary materials to a submission intends these items to be considered by the registrant and by shareholders, absent express instructions to the contrary.

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A similar issue was presented in <u>Aetna Life and Casualty Co.</u> (Jan. 18, 1995), in which the proponent revised his supporting statement to reduce the narrative to fewer than 500 words but also included a series of tables and a graph. The company asserted that words and numbers contained in any tables and graphs included with the narrative should also count towards the 500 word limit. The Staff agreed, concluding that the proposal was excludable because the proposal and supporting statement—including the tables and graph—together violated the word limitation.

Here, the narrative statement and the text in the exhibits to Mr. Crapo's Revised Statement exceed 500 words. As in <u>Aetna Life</u>, words appearing in the supplementary material submitted by proponent should count towards the limit imposed by Rule 14a-8(d). If exhibits were excepted from this rule, proposals—and proxy statements—would quickly become packed with lengthy "supplementary" materials that nonetheless contained arguments in support of a proposal. This is contrary to the policy of having a word limitation for shareholder proposals and statements. <u>See</u> Exchange Release No. 12999, 1976 SEC LEXIS 326, at \*15 (Nov. 22, 1976) (explaining how lengthy proposals "tend to obscure other material matters in the proxy statements of issuers, thereby reducing the effectiveness of such documents."). This is also contrary to the direction of SLB 14, which explains that "any statements that are, in effect, arguments in support of the proposal" count towards the 500 word limitation. Assigning words to an "exhibit" should not serve to shield them from inclusion under Rule 14a-8(d).

## C. The proposal and supporting statement do not comply with the procedural requirements

The March Proposal exceeds 500 words. The Revised Statement, with the exhibits supplied by Mr. Crapo, also exceeds 500 words. The proponent is a seasoned shareholder, experienced with the procedural requirements of Rule 14a-8(d). See, e.g., Bank of America Corp. (Jan. 27, 2005) (concurring that Mr. Crapo's proposal may be excluded because it exceeded 500 words); The Procter & Gamble Co. (Aug. 10, 2004) (concurring that one of Mr. Crapo's proposals may be excluded for exceeding 500 words). Following our notice of March 23, 2005, Mr. Crapo had an opportunity to revise the statement. That is all that is required by Rule 14a-8. See, e.g., Amgen, Inc. (Jan. 12, 2004) (proponent was given the opportunity to reduce the length of a submission to 500 words but failed to do so, resulting in exclusion of the proposal) (reconsideration request denied, Feb. 10, 2005); Northrop Grumman Corp. (Mar. 17, 2000) (same). Despite notice and an opportunity to cure, the proposal does not comply with the 500 word limit required by Rule 14a-8(d).

Accordingly, since the proponent failed to reduce the length of the proposal and supporting statement within 14 days as provided in Rule 14a-8(d), the Company respectfully requests that you concur in its view that, in accordance with Rule 14a-8(j), it may properly exclude the March Proposal and the subsequent Revised Statement in its Proxy Materials for the 2005 Annual Meeting.

#### 2. Violation of proxy rules according to Rule 14a-8(i)(3)

The March Proposal, along with the Revised Statement, also violates the proxy rules, furnishing an independent basis for exclusion under Rule 14a-8(i)(3). As recently explained in Staff Legal Bulletin 14B ("SLB 14B") (September 15, 2004), exclusion of a proposal may be warranted when:

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the resolution contained in the proposal is so inherently vague or indefinite that neither the stockholders voting on the proposal, nor the company in implementing the proposal (if adopted), would be able to determine with any reasonable certainty exactly what actions or measures the proposal requires — this objection also may be appropriate where the proposal and the supporting statement, when read together, have the same result ....

Rule 14a-8(i)(3) permits exclusion of a proposal if it or its supporting statement violate the Commission's proxy rules and regulations. Rule 14a-5(a), for example, requires that information in a proxy statement be "clearly presented."

The March Proposal, together with the Revised Statement, is vague and indefinite within the meaning of SLB 14B. The March Proposal, as best can be determined, states:

My shareholder proposal. We recommend the merger of Procter & Gamble ("P&G") with Gillette Company be rescinded no later than the 13<sup>th</sup> day Chicago Illinois Massachusetts time / at 5 PM. We ask our directors "earry out this our request" Upon adjournment said stockholder meeting."

The supporting statement then explains that Mr. Crapo is homeless, how he had difficulty working an elevator on the subway system, that he describes himself as "paranoid schizophrenic", how he uses Metamucil and P&G toothpaste, and how the "World Almanac and Books of Facts Calendar Year 2005 fails to admit Gillette manufactures shaving cream and that the Hon. Mstr. Bush was re-elected USA President in December 2004 it may be somewhere in it but I can't find that Mstr Bush won the popular vote for 2004 for President USA."

Mr. Crapo makes an oblique reference to the merger once more: "I understand many may face reduction in force ('RIF') because of merger and wouldn't it be better for Massachusetts correct how it treats people before the merger results in the hardship of laying people off when those too must then rely on public service and the beneficiaries of donors who're shareholders when they are unemployed because of said RIF')." The discussion then concludes with the proponent wondering "if the Honorably well know former Administrator of the Hon USA Department of Veterans (Administration) now the USA Dept of Veterans Affairs- later a US Senator (from state of Georgia) would be knocked down if he came in to the shelter and if he identified the perpetrator as a 'white' person whether he'd be accused of being a racist. I'm the Kirstein Business Branch of the Boston Public Library as my Writers place but I can't find the men's latrine. The Kirstein gift was from invested funds by a Mstr Kirstein. I need to urinate!!!"

Mr. Crapo's Revised Statement is similarly difficult to follow. In it, the proponent states: "The introduction and presentation of my shareholder proposal will provide shareholder and [unreadable] meeting in assembled meeting in annual meeting of shareholders a better understanding of the thinking of the shareholders Honorable Directors of Procter & Gamble Company 12:10 Folks walk by noisily repeatedly." From there, the statement discusses the proponent's medical troubles, how he was robbed, his experience in the "latrine," and the Holocaust. Exhibits appended to the submission include photocopies of the outer envelope of our March 23 letter; a notice of appeal dated March 24, 2005, from the United States Tax Court addressed to Mr. Crapo, together with a photocopy of its outer envelope; docket entries from the United States Tax Court; and various items that Mr. Crapo claims he found,

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including a U.S. postal service loading slip and a registry of motor vehicles for the Commonwealth of Massachusetts made out to "Lynnfield Leasing Co., Inc."

The Revised Statement, like the March Proposal, fails to "clearly present" any basis for shareholder action. Only "detailed and extensive editing" throughout the submission could bring this proposal into compliance with the proxy rules, which renders it excludable. See SLB 14 §E(1) ("Therefore, when a proposal and supporting statement will require detailed and extensive editing in order to bring them into compliance with the proxy rules, we may find it appropriate for companies to exclude the entire proposal, supporting statement, or both, as materially false or misleading.").

The Company was not required to provide notice or an opportunity for Mr. Crapo to revise his proposal to comply with Rule 14a-8(i)(3). See, e.g., Sensar Corp. (July 17, 2001) ("Specifically, there appears to be some basis for Sensar's view that it may exclude the proposal under rule 14a-8(i)(3) as vague and indefinite. Sensar was not required to notify you of this problem before submitting its noaction request because rule 14a-8(i)(3) does not contain one of the eligibility or procedural requirements covered by rule 14a-8(i)(1)." Moreover, as an active shareholder, the proponent should be familiar with the proxy rules and the requirements of Rule 14a-8(i)(3). See, e.g., The Procter & Gamble Company (Oct. 25, 2002) (excluding as vague and indefinite the proposal by Mr. Crapo that the Company create a fund for victims of retaliation, intimidation, and troubles).

If this submission presents any "recommendation or requirement that the company and/or its board of directors take action" as defined at Rule 14a-8(a), it appears that the proponent objects to the merger between The Procter & Gamble Company and The Gillette Company. However, it is unclear why, when, or how the Company should comply with Mr. Crapo's proposal that the merger with The Gillette Company—which is the subject of a binding merger agreement, shareholder action by both companies, and a variety of global regulatory approvals—"be rescinded." The Company would be unable to determine with any reasonable certainty how to carry out the proposal if adopted.

The Revised Statement and the March Proposal violate the Commission's proxy rules and regulations as being fundamentally vague and indefinite. They warrant exclusion under Rule 14a-8(i)(3).

#### 3. Violation of law according to Rule 14a-8(i)(2)

On January 27, 2005, the Company entered into a Merger Agreement with Aquarium Acquisition Corp., a direct wholly-owned subsidiary of the Company, and The Gillette Company (the "Merger Agreement"). Please see the Merger Agreement appended as Annex A to the Company's Registration Statement on Form S-4 (File No. 333-123309), initially filed on March 14, 2005, containing a preliminary joint proxy statement/prospectus, and Amendment No. 1 to the preliminary joint proxy statement/prospectus, filed on April 22, 2005.\*

The Merger Agreement has been approved by the boards of directors of both companies and, subject to the terms and conditions set forth therein, is an enforceable agreement. Article 7 of the Merger Agreement sets forth provisions for termination of the transaction, including breach, mutual written

The Merger Agreement is also available as Exhibit 2.1 to the Form 8-K filed on January 28, 2005.

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consent, and failure to achieve certain closing conditions. Assuming all closing conditions have been satisfied or mutually waived and all shareholder and regulatory approvals have been obtained according to the required terms and timing, there is no provision in the document for unilateral, unexcused rescission of the Merger Agreement by either party. Yet that is precisely what Mr. Crapo's proposal asks of the Company. He cites no contractual basis for termination, nor any set of facts that would excuse nonperformance.

Accordingly, this proposal is excludable under Rule 14a-8(i)(2) as a violation of state contract law because it recommends that the Company breach the Merger Agreement. Without proper grounds in the contract or a basis in law, the Company cannot unilaterally fail to perform its obligation to complete the transaction.

This contract is governed by the law of Delaware. See § 8.06 of the Merger Agreement. As the Supreme Court of Delaware has explained:

In order to survive a motion to dismiss for failure to state a breach of contract claim, the plaintiff must demonstrate: first, the existence of the contract, whether express or implied; second, the breach of an obligation imposed by that contract; and third, the resultant damage to the plaintiff.

<u>VLIW Tech. LLC v. Hewlett-Packard Co.</u>, 840 A.2d 606, 612 (Del. 2003) (footnote and citation omitted). <u>See also H-M Wexford v. Encorp, Inc.</u>, 832 A.2d 129, 140 (Del. Ch. Ct. 2003) ("Under Delaware law, the elements of a breach of contract claim are: 1) a contractual obligation; 2) a breach of that obligation by the defendant; and 3) a resulting damage to the plaintiff.") (footnote and citation omitted). Here, the Merger Agreement clearly constitutes a contract. Failure by the Company to perform by attempting unilaterally to rescind the contract constitutes a breach. Such an unjustified breach would surely cause harm to the other party, which has devoted significant resources and expense in anticipation of the proposed transaction.

A proposal requiring the Company unilaterally to reject the Merger Agreement in the absence of contractual grounds for termination or legal excuse—as none is cited by Mr. Crapo—constitutes breach of contract. To the extent this conclusion is a matter of law, this paragraph constitutes the opinion of counsel required by Rule 14a-8(j)(2)(iii). Though the undersigned is admitted to practice in Ohio and not Delaware, this conclusion is widely supported in authoritative treatises addressing general contract law. See, e.g., RESTATEMENT 2D OF CONTRACTS, § 235 ("When performance of a duty under a contract is due any non-performance is a breach.")

The Staff has consistently concluded that companies may exclude shareholder proposals if the proposal would cause the company to breach existing contractual obligations.

When drafting a proposal, shareholders should consider whether the proposal would require the company to breach existing contracts. In our experience, we have found that proposals that would result in the company breaching existing contractual obligations face a much greater likelihood of being excludable under rule 14a-8(i)(2), rule 14a-8(i)(6), or both. This is because implementing the proposals may require the company to violate law or may not be within the power or authority of the company to implement.

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<u>See SLB 14 §G. See also Hudson United Bancorp</u> (Mar. 2, 2005) (permitting exclusion of a proposal requesting the registrant to "rescind all contracts and severance/termination agreements without compensation" on the grounds that implementing the proposal would violate state law). As with any contract, the Merger Agreement is an enforceable legal document whose breach would expose the Company to damages.

A similar improper recommendation was presented to Whitman Corporation, recommending that the registrant unilaterally rescind its merger agreement with PepsiCo, Inc. Whitman Corporation (Feb. 15, 2000). The registrant sought to exclude the proposal under Rule 14a-8(i)(2), among other grounds, explaining:

The provisions of the merger agreement between the Company and Pepsico, Inc. (the "Merger Agreement") referred to in the Proposal do not allow the Company to rescind unilaterally the Merger Agreement. This Proposal to rescind unilaterally the Merger Agreement, if implemented, would thus require the Company to breach the terms of the Merger Agreement. Clearly, a breach of a valid contract would violate applicable Delaware state law.

<u>Id</u>. at \*5 (citation omitted). The Staff agreed that this proposal was excludable because it would cause the registrant to breach an existing contract.

Mr. Crapo's proposal presents precisely the same improper request under Delaware state law. It requests that the Company unilaterally rescind the Merger Agreement without legal cause or contractual basis for termination. The defect in this proposal cannot be cured by revising it to apply only prospectively, as Mr. Crapo specifically limits his request for rescission to the existing, valid contract signed with The Gillette Company on January 27, 2005. Implementing this proposal would cause the Company to breach the terms of the Merger Agreement. Accordingly, the Company should be allowed to exclude the March Proposal, and the Revised Statement, in their entirety under Rule 14a-8(i)(2).

#### 4. Substantially implemented within the meaning of Rule 14a-8(i)(10)

It is difficult to read Mr. Crapo's submission as presenting a clear, definite basis for Company action. It is equally difficult to understand how any action the proponent recommends is consistent with the Company's legal obligations under the Merger Agreement.

However, the Staff may choose to read Mr. Crapo's submission broadly as a recommendation that shareholders be permitted to review the appropriateness of the proposed merger. Even this strained interpretation, however, cannot support a viable proposal. If Mr. Crapo intends to call for shareholder consideration of the proposed merger, his proposal surely has been "substantially implemented" within the meaning of Rule 14a-8(i)(10).

Among other closing conditions, the proposed merger cannot be completed unless the shareholders of The Procter & Gamble Company adopt the Merger Agreement and approve the issuance of common stock as part of the merger. See  $\S$  6.01(a) of the Merger Agreement. Mr. Crapo's proposal to reconsider this transaction—if that is what his submission is intended to address—is duplicative of the issues to be considered and voted on at the special meeting of the Company shareholders on June 13,

Office of Chief Counsel May 4, 2005 Page Eight

2005, in connection with the merger. Because the Company is already providing shareholders an opportunity to approve or reject the proposed merger, any recommendation that shareholders be permitted to reconsider the transaction is most and excludable under Rule 14a-8(i)(10). See Northrop Grumman Corp.. (March 22, 2005) (excluding a proposal requiring annual election of directors as "substantially implemented" because the company had already adopted a resolution providing for annual elections to be considered at its shareholder meeting).

#### **Conclusion**

The Company has fully satisfied the requirements of Rule 14a-8(f)(1) and SLB 14 in requesting a submission from the proponent that complies with the eligibility and procedural requirements of Rule 14a-8. Despite this, the Company maintains that the requirements of Rule 14a-8(d) remain unsatisfied: the March proposal exceeds 500 words, as does the Revised Statement with its exhibits. Furthermore, the proposal violates Rule 14a-8(i)(3) as presenting material so inherently vague or indefinite that neither the shareholders voting on the proposal, nor the Company in implementing the proposal (if adopted), would be able to determine with any reasonable certainty exactly how to carry it out. To the extent that the proposal can be read to require the Company unilaterally to rescind the Merger Agreement without legal excuse or contractual basis, this recommendation violates Delaware law. To the extent that the proposal can be read to require some sort of reconsideration of the proposed merger, this recommendation is wholly duplicative of the shareholder vote already planned and required to approve the transaction.

Accordingly, the Company respectfully requests that you concur in its view that it may properly exclude the March Proposal, and the Revised Statement, from its Proxy Materials for the 2005 Annual Meeting. Your confirmation that the Staff will not recommend enforcement if the March Proposal and the Revised Statement are omitted from the 2005 Proxy Statement is respectfully requested.

Should you have any questions regarding this matter or require additional information, please contact me at 513-983-7377. Please acknowledge receipt of this letter by date-stamping the enclosed additional copy of this letter and returning it to me in the enclosed envelope.

Very truly yours,

Adam Newton Counsel

Enclosures

cc: VI

VIA CERTIFIED MAIL
RETURN RECEIPT REQUESTED
Mr. John Jennings Crapo
P.O. Box 400151

Cambridge, Massachusetts 02140-0002

JOHN CRAPO (Shareholder ) SCrapo) TOO WILLIAM P. SEGARRA Itomeless, Shareholder (PINE STRT INN MEN') Itameless SHELTER) PO BOX 400/51 PINTERIDGE MA 02180-0002 Via Certified 11 March 2008 mail return recent requestes PROCHER & Gamble Company (MStry James J. JOHNSON, ESQUIRE 1 Procter & Gamble PLAZA Cincinath Oldio 45202 3393 Courting Copy to said Copporation via ordinary mad with certificate o mailin son to she bonuss Securities & buchang Commission DIV or Cosp, Finance AHN DIV DIR MIN allan Beller Via C.M. KKU mail Piece# 7004 2510 0007 3014 4907 RE: My Shareholder professal for my presentation at the Intramus' annual Meetin of shareholders and projes of the Procher & Commen corporation - a commo lod sharks les + Profirs Dear Mistre Corporation Secretary i've been ashave holder Long from my holding in my transfer on deals

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Shareholder J) Crapo to Procher & Gambir Corp (MR Johnsm) 11 March 2005 P. Show (03) 97pp. "carry out this our request" Upon the adjournment sand I tock holder meetings First proponent reports he's homeless has no briends, and lines in the Rine Stops INN 1 timeless men's Shifter in Boston's South End to put finishing donikes this he walked over the Broodway Bridge sedewalk to Broadway MBTA Subway Statem AND Couldn't find out him to work elevator down to collector level, and had more such occurrences wan motA travel on way too had trouble gettin food to eat Long Waits etc. AND couldn't set doust + the dinner wascold-here at Boston. It was entach Hear ball I'M a senen citizen, and as sun I'm vulnerable on my way to subway I was has assed by a business person - I was buying dark new pakers

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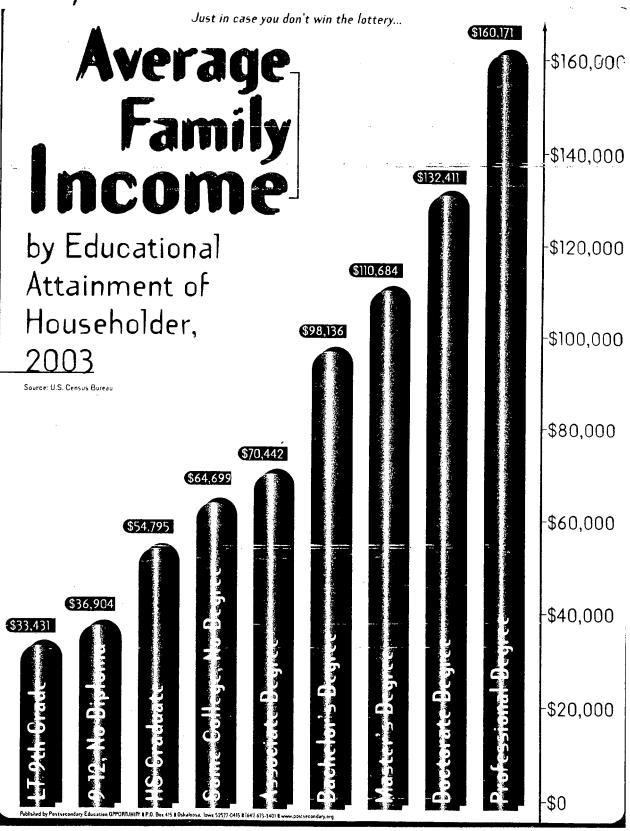
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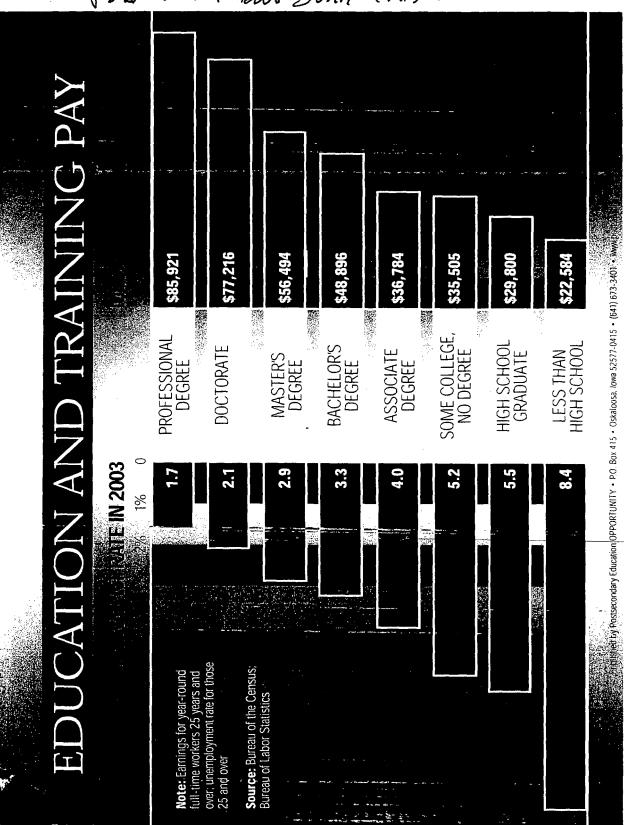
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Pag 11 manch 2005 John (RAPO)



John Crapo toD for William P. Segarra Homeles ek PO BOX 40013/ Com hada MA 02180-0002 11 Man n 200 5 Via Cathhar mail return receipt requeller # 7004 2510 0007 3014 US Securities & Bidiary Commission Own loop, Finany attn heave DIV DIrector mstrallan Beller 450 Sth St NV WC 20549-0213 Re: my Shareholder proposalt supporting statement to proches à Camble annual meeting of shary, bulders assembled as Shortholders of proxice Meeting annual meeting Dear Division of Carpiva lin Financy which I call to your atten. How has it pean there, winter here Am centy & hysnedly + ? End: Seven102 July Crapso J.



The Procter & Gamble Company Legal Division One Procter & Gamble Plaza Cincinnati, Ohio 45202-3315

Adam Newton
Phone: 513-983-7377
Fax: 513-983-2611
newton.ra@pg.com

#### VIA CERTIFIED MAIL RETURN RECEIPT REQUESTED

March 23, 2005

Mr. John Jennings Crapo P.O. Box 400151 Cambridge, Massachusetts 02140-0002

Dear Mr. Crapo:

We have received your letter submitting a shareholder proposal for the 2005 Proxy Statement of The Procter & Gamble Company (the "Company"). This letter was received by the Corporate Secretary's office on March 17, 2005.

Your proposal does not comply with the rules and regulations promulgated under the Securities and Exchange Act of 1934. We have included Rule 14a-8 for your reference. Specifically, Rule 14a-8d states that a shareholder proposal, including any accompanying statement, may not exceed 500 words. Your proposal and supporting statement exceed this limit.

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Sincerely,

Adam Newton

Counsel

Enclosure

# Securities Lawyer's Deskbook



published by The University of Cincinnati College of

Law



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#### Rule 14a-8 -- Proposals of Security Holders

This section addresses when a company must include a shareholder's proposal in its proxy statement and identify the proposal in its form of proxy when the company holds an annual or special meeting of shareholders. In summary, in order to have your shareholder proposal included on a company's proxy card, and included along with any supporting statement in its proxy statement, you must be eligible and follow certain procedures. Under a few specific circumstances, the company is permitted to exclude your proposal, but only after submitting its reasons to the Commission. We structured this section in a question-and- answer format so that it is easier to understand. The references to "you" are to a shareholder seeking to submit the proposal.

- a. Question 1: What is a proposal? A shareholder proposal is your recommendation or requirement that the company and/or its board of directors take action, which you intend to present at a meeting of the company's shareholders. Your proposal should state as clearly as possible the course of action that you believe the company should follow. If your proposal is placed on the company's proxy card, the company must also provide in the form of proxy means for shareholders to specify by boxes a choice between approval or disapproval, or abstention. Unless otherwise indicated, the word "proposal" as used in this section refers both to your proposal, and to your corresponding statement in support of your proposal (if any).
- b. Question 2: Who is eligible to submit a proposal, and how do I demonstrate to the company that I am eligible?
  - 1. In order to be eligible to submit a proposal, you must have continuously held at least

- \$2,000 in market value, or 1%, of the company's securities entitled to be voted on the proposal at the meeting for at least one year by the date you submit the proposal. You must continue to hold those securities through the date of the meeting.
- 2. If you are the registered holder of your securities, which means that your name appears in the company's records as a shareholder, the company can verify your eligibility on its own, although you will still have to provide the company with a written statement that you intend to continue to hold the securities through the date of the meeting of shareholders. However, if like many shareholders you are not a registered holder, the company likely does not know that you are a shareholder, or how many shares you own. In this case, at the time you submit your proposal, you must prove your eligibility to the company in one of two ways:
  - i. The first way is to submit to the company a written statement from the "record" holder of your securities (usually a broker or bank) verifying that, at the time you submitted your proposal, you continuously held the securities for at least one year. You must also include your own written statement that you intend to continue to hold the securities through the date of the meeting of shareholders; or
  - ii. The second way to prove ownership applies only if you have filed a Schedule 13D, Schedule 13G, Form 3, Form 4 and/or Form 5, or amendments to those documents or updated forms, reflecting your ownership of the shares as of or before the date on which the one-year eligibility period begins. If you have filed one of these documents with the SEC, you may demonstrate your eligibility by submitting to the company:
    - A. A copy of the schedule and/or form, and any subsequent amendments reporting a change in your ownership level;
    - B. Your written statement that you continuously held the required number of shares for the one-year period as of the date of the statement; and
    - C. Your written statement that you intend to continue ownership of the shares through the date of the company's annual or special meeting.
- c. Question 3: How many proposals may I submit: Each shareholder may submit no more than one proposal to a company for a particular shareholders' meeting.
- d. Question 4: How long can my proposal be? The proposal, including any accompanying supporting statement, may not exceed 500 words.
- e. Question 5: What is the deadline for submitting a proposal?
  - 1. If you are submitting your proposal for the company's annual meeting, you can in most cases find the deadline in last year's proxy statement. However, if the company did not hold an annual meeting last year, or has changed the date of its meeting for this year

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more than 30 days from last year's meeting, you can usually find the deadline in one of the company's quarterly reports on Form 10- Q or 10-QSB, or in shareholder reports of investment companies under Rule 30d-1 of the Investment Company Act of 1940. [Editor's note: This section was redesignated as Rule 30e-1. See 66 FR 3734, 3759, Jan. 16, 2001.] In order to avoid controversy, shareholders should submit their proposals by means, including electronic means, that permit them to prove the date of delivery.

- 2. The deadline is calculated in the following manner if the proposal is submitted for a regularly scheduled annual meeting. The proposal must be received at the company's principal executive offices not less than 120 calendar days before the date of the company's proxy statement released to shareholders in connection with the previous year's annual meeting. However, if the company did not hold an annual meeting the previous year, or if the date of this year's annual meeting has been changed by more than 30 days from the date of the previous year's meeting, then the deadline is a reasonable time before the company begins to print and mail its proxy materials.
- 3. If you are submitting your proposal for a meeting of shareholders other than a regularly scheduled annual meeting, the deadline is a reasonable time before the company begins to print and mail its proxy materials.
- f. Question 6: What if I fail to follow one of the eligibility or procedural requirements explained in answers to Questions 1 through 4 of this section?
  - 1. The company may exclude your proposal, but only after it has notified you of the problem, and you have failed adequately to correct it. Within 14 calendar days of receiving your proposal, the company must notify you in writing of any procedural or eligibility deficiencies, as well as of the time frame for your response. Your response must be postmarked, or transmitted electronically, no later than 14 days from the date you received the company's notification. A company need not provide you such notice of a deficiency if the deficiency cannot be remedied, such as if you fail to submit a proposal by the company's properly determined deadline. If the company intends to exclude the proposal, it will later have to make a submission under Rule 14a-8 and provide you with a copy under Question 10 below, Rule 14a-8(j).
  - If you fail in your promise to hold the required number of securities through the date of the meeting of shareholders, then the company will be permitted to exclude all of your proposals from its proxy materials for any meeting held in the following two calendar years.
- g. Question 7: Who has the burden of persuading the Commission or its staff that my proposal can be excluded? Except as otherwise noted, the burden is on the company to demonstrate that it is entitled to exclude a proposal.
- h. Question 8: Must I appear personally at the shareholders' meeting to present the proposal?
  - 1. Either you, or your representative who is qualified under state law to present the

proposal on your behalf, must attend the meeting to present the proposal. Whether you attend the meeting yourself or send a qualified representative to the meeting in your place, you should make sure that you, or your representative, follow the proper state law procedures for attending the meeting and/or presenting your proposal.

- If the company holds it shareholder meeting in whole or in part via electronic media, and the company permits you or your representative to present your proposal via such media, then you may appear through electronic media rather than traveling to the meeting to appear in person.
- 3. If you or your qualified representative fail to appear and present the proposal, without good cause, the company will be permitted to exclude all of your proposals from its proxy materials for any meetings held in the following two calendar years.
- i. Question 9: If I have complied with the procedural requirements, on what other bases may a company rely to exclude my proposal?
  - 1. Improper under state law: If the proposal is not a proper subject for action by shareholders under the laws of the jurisdiction of the company's organization;

#### Not to paragraph (i)(1)

Depending on the subject matter, some proposals are not considered proper under state law if they would be binding on the company if approved by shareholders. In our experience, most proposals that are cast as recommendations or requests that the board of directors take specified action are proper under state law. Accordingly, we will assume that a proposal drafted as a recommendation or suggestion is proper unless the company demonstrates otherwise.

2. Violation of law: If the proposal would, if implemented, cause the company to violate any state, federal, or foreign law to which it is subject;

#### Not to paragraph (i)(2)

Note to paragraph (i)(2): We will not apply this basis for exclusion to permit exclusion of a proposal on grounds that it would violate foreign law if compliance with the foreign law could result in a violation of any state or federal law.

3. Violation of proxy rules: If the proposal or supporting statement is contrary to any of the Commission's proxy rules, including Rule 14a-9, which prohibits materially false or misleading statements in proxy soliciting materials;

- 4. Personal grievance; special interest: If the proposal relates to the redress of a personal claim or grievance against the company or any other person, or if it is designed to result in a benefit to you, or to further a personal interest, which is not shared by the other shareholders at large;
- 5. Relevance: If the proposal relates to operations which account for less than 5 percent of the company's total assets at the end of its most recent fiscal year, and for less than 5 percent of its net earning sand gross sales for its most recent fiscal year, and is not otherwise significantly related to the company's business;
- 6. Absence of power/authority: If the company would lack the power or authority to implement the proposal;
- 7. Management functions: If the proposal deals with a matter relating to the company's ordinary business operations;
- 8. Relates to election: If the proposal relates to an election for membership on the company's board of directors or analogous governing body;
- 9. Conflicts with company's proposal: If the proposal directly conflicts with one of the company's own proposals to be submitted to shareholders at the same meeting.

#### Note to paragraph (i)(9)

Note to paragraph (i)(9): A company's submission to the Commission under this section should specify the points of conflict with the company's proposal.

- 10. Substantially implemented: If the company has already substantially implemented the proposal;
- Duplication: If the proposal substantially duplicates another proposal previously submitted to the company by another proponent that will be included in the company's proxy materials for the same meeting;
- 12. Resubmissions: If the proposal deals with substantially the same subject matter as another proposal or proposals that has or have been previously included in the company's proxy materials within the preceding 5 calendar years, a company may exclude it from its proxy materials for any meeting held within 3 calendar years of the last time it was included if the proposal received:
  - Less than 3% of the vote if proposed once within the preceding 5 calendar years;

- ii. Less than 6% of the vote on its last submission to shareholders if proposed twice previously within the preceding 5 calendar years; or
- iii. Less than 10% of the vote on its last submission to shareholders if proposed three times or more previously within the preceding 5 calendar years; and
- 13. Specific amount of dividends: If the proposal relates to specific amounts of cash or stock dividends.
- j. Question 10: What procedures must the company follow if it intends to exclude my proposal?
  - 1. If the company intends to exclude a proposal from its proxy materials, it must file its reasons with the Commission no later than 80 calendar days before it files its definitive proxy statement and form of proxy with the Commission. The company must simultaneously provide you with a copy of its submission. The Commission staff may permit the company to make its submission later than 80 days before the company files its definitive proxy statement and form of proxy, if the company demonstrates good cause for missing the deadline.
  - 2. The company must file six paper copies of the following:
    - i. The proposal;
    - ii. An explanation of why the company believes that it may exclude the proposal, which should, if possible, refer to the most recent applicable authority, such as prior Division letters issued under the rule; and
    - iii. A supporting opinion of counsel when such reasons are based on matters of state or foreign law.
- k. Question 11: May I submit my own statement to the Commission responding to the company's arguments?

Yes, you may submit a response, but it is not required. You should try to submit any response to us, with a copy to the company, as soon as possible after the company makes its submission. This way, the Commission staff will have time to consider fully your submission before it issues its response. You should submit six paper copies of your response.

- I. Question 12: If the company includes my shareholder proposal in its proxy materials, what information about me must it include along with the proposal itself?
  - 1. The company's proxy statement must include your name and address, as well as the number of the company's voting securities that you hold. However, instead of providing that information, the company may instead include a statement that it will provide the information to shareholders promptly upon receiving an oral or written request.

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  - 2. The company is not responsible for the contents of your proposal or supporting statement.
  - m. Question 13: What can I do if the company includes in its proxy statement reasons why it believes shareholders should not vote in favor of my proposal, and I disagree with some of its statements?
    - 1. The company may elect to include in its proxy statement reasons why it believes shareholders should vote against your proposal. The company is allowed to make arguments reflecting its own point of view, just as you may express your own point of view in your proposal's supporting statement.
    - 2. However, if you believe that the company's opposition to your proposal contains materially false or misleading statements that may violate our anti- fraud rule, Rule 14a-9, you should promptly send to the Commission staff and the company a letter explaining the reasons for your view, along with a copy of the company's statements opposing your proposal. To the extent possible, your letter should include specific factual information demonstrating the inaccuracy of the company's claims. Time permitting, you may wish to try to work out your differences with the company by yourself before contacting the Commission staff.
    - 3. We require the company to send you a copy of its statements opposing your proposal before it mails its proxy materials, so that you may bring to our attention any materially false or misleading statements, under the following timeframes:
      - i. If our no-action response requires that you make revisions to your proposal or supporting statement as a condition to requiring the company to include it in its proxy materials, then the company must provide you with a copy of its opposition statements no later than 5 calendar days after the company receives a copy of your revised proposal; or
      - ii. In all other cases, the company must provide you with a copy of its opposition statements no later than 30 calendar days before its files definitive copies of its proxy statement and form of proxy under Rule 14a-6.

### **Regulatory History**

48 FR 38222, Aug. 23, 1983, as amended at 50 FR 48181, Nov. 22, 1985; 51 FR 42062, Nov. 20, 1986; 52 FR 21936, June 10, 1987; 52 FR 48983, Dec. 29, 1987; 63 FR 29106, 29119, May 28, 1998, as corrected at 63 FR 50622, 50623, Sept. 22, 1998

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Phone: 513-983-7377
Fax: 513-983-2611
newton.ra@pg.com

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VIA CERTIFIED MAIL RETURN RECEIPT REQUESTED

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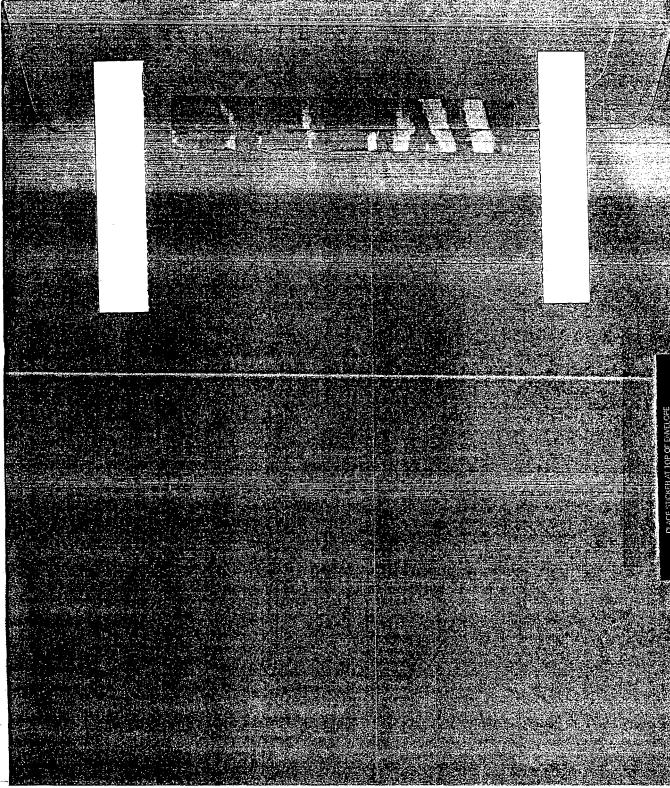
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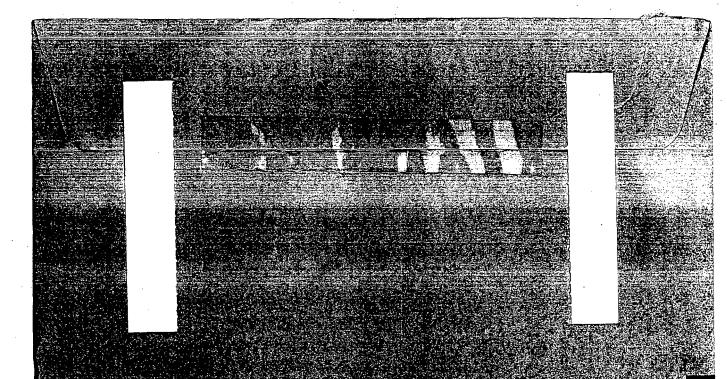
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JOHN JENNINGS
P. O. BOX 400
CAMBRIDGE MA

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## UNITED STATES TAX COURT WASHINGTON, D.C. 20217

CLERK OF THE COURT

March 24, 2005

JOHN JENNINGS CRAPO,

Petitioner

Docket No. 5376-04S

COMMISSIONER OF INTERNAL REVENUE,

Respondent.

NOTICE OF FILING OF NOTICE OF APPEAL

TO:

Richard Cushing Donovan, Clerk Donald L. Korb U. S. Court of Appeals Chief Counsel for the First Circuit Internal Revenu John Joseph Moakley U.S. Courthouse Suite 2500 One Courthouse Way ' Boston, MA 02210

Internal Revenue Service 1111 Constitution Ave, NW Washington, DC 20224

John Jennings Crapo P.O. Box 400151 Cambridge, MA 02140-0002

The United States Court of Appeals for the 1st Circuit and the parties are hereby notified that on March 21, 2005 petitioner filed a Notice of Appeal from the decision of the Tax Court. A copy of that Notice of Appeal is herewith served upon you.

The parties are hereby notified that the original papers constituting the record of the case in the United States Tax Court include any transcripts of proceedings. The record on appeal will be sent to the United States Court of Appeals on April 20, 2005.

Counsel for the Commissioner of Internal Revenue are EILEEN J. O'CONNOR, ASSISTANT ATTORNEY GENERAL, TAX DIVISION, UNITED STATES DEPARTMENT OF JUSTICE, P.O. BOX 502, WASHINGTON, D.C. 20044, UPON WHOM .. SERVICE OF DOCUMENTS AND PAPERS IN PROCEEDINGS IN THE COURT OF APPEALS IS TO BE MADE, and Donald L. Korb, Chief Counsel, Internal Revenue Service.

> Lynne L. Glasser Clerk of the Court

Enclosures: Certified Copy of Notice of Appeal and Docket Entries.

Fee Paid: Yes\_\_\_\_ No\_XX\_

# UNITED STATES TAX COURT DOCKET ENTRIES

Docket No. 5376-04S

John Jennings Crapo

v. COMMISSIONER OF INTERNAL REVENUE

INDEX

P.O. Box 400151 Cambridge, MA 02140-0002

Pro Se

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	NO.	DATE	EVENT	FILINGS AND PROCEEDINGS	ACT/STAT DT	E	SERVED	М
(	0001	03/24/04	PFW	PETITION Filed: Fee Waived		-	07/05/04	
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C	1006	09/08/04	Ο,	ORDER Trial continued. Mot to			,	-
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				of trial to Boston, MA.	ORD 10/07/0	1 P	10/08/04	
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٠	012	01/26/05	PIM	PRE-TRIAL MEMORANDUM by Resp.				
_				(C/S 1/26/05)				
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Docket No. 5376-04S (Continuation Page 2) INDEX NO. DATE EVENT FILINGS AND PROCEEDINGS ACT/STAT DTE SERVED M

Panuthos

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A P P E L L A T E P R O C E E D I N G S

0019 03/21/05 NOAP NOTICE OF APPEAL by petr(s). to B 03/24/05 C

0020 03/24/05 NOFC NOTICE of Filing with copy of Not. of App. sent to the parties.

B 03/24/05 C



### UNITED STATES TAX COURT WASHINGTON, D.C. 20217

CLERK OF THE COURT

March 24, 2005

JOHN JENNINGS CRAPO,

Petitioner

Docket No. 5376-048

COMMISSIONER OF INTERNAL REVENUE,

v.

Respondent.

NOTICE OF FILING OF NOTICE OF APPEAL

TO:

Richard Cushing Donovan, Clerk Donald L. Korb U. S. Court of Appeals Chief Counsel for the First Circuit Internal Revenu John Joseph Moakley U.S. Courthouse Suite 2500 One Courthouse Way

Boston, MA 02210

Internal Revenue Service 1111 Constitution Ave, NW Washington, DC 20224 John Jennings Crapo P.O. Box 400151 Cambridge, MA 02140-0002 學不必動奏了

The United States Court of Appeals for the 1st Circuit and the parties are hereby notified that on March 21, 2005 petitioner filed a Notice of Appeal from the decision of the Tax Court. A copy of that Notice of Appeal is herewith served upon you.

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Counsel for the Commissioner of Internal Revenue are EILEEN J. O'CONNOR, ASSISTANT ATTORNEY GENERAL, TAX DIVISION, UNITED STATES DEPARTMENT OF JUSTICE, P.O. BOX 502, WASHINGTON, D.C. 20044, UPON WHOM SERVICE OF DOCUMENTS AND PAPERS IN PROCEEDINGS IN THE COURT OF APPEALS IS TO BE MADE, and Donald L. Korb, Chief Counsel, Internal Revenue Service.

Clerk of the Court

Enclosures: Certified Copy of Notice of Appeal and Docket Entries.

Fee Paid: Yes\_\_\_ No\_XX\_

# U N I T E D S T A T E S T A X C O U R T D O C K E T E N T R I E S

Docket No. 5376-04S John Jennings Crapo INDEX

v. COMMISSIONER OF INTERNAL REVENUE

P.O. Box 400151 Cambridge, MA 02140-0002

Pro Se

NO.	DATE	EVENT	FILINGS AND PROCEEDINGS	ACT/STAT DT	E SERVED	M
0001	03/24/04	PFW	PETITION Filed: Fee Waived		R 03/25/04	
			DESIGNATION of Trial at		R 03/25/04	
0002	03/21/01	2.1	Washington, DC		103/23/04	i
0003	07/14/04	מידוא	NOTICE of Trial on 10/04/04 at			
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0004	07/29/04	MD.T	MOTION by resp. to dismiss for		D 0//14/04	_
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			2001) (C/S 7/28/04)	0.00 00/00/0	•	
0005	07/30/04	0	ORDER Set 10/4/04 Washington, DC			
0005	0 1/ 50/ 54	•	on Resps mot to dismiss for LOJ	•	B 08/02/04	<u> </u>
0006	09/08/04	0	ORDER Trial continued. Mot to		B 00/02/04	_
0000	02/00/04	· .	dismiss is denied.	•	B 09/09/04	
0007	10/07/04	MOTP	MOTION by petr. to change place		B 05/.05/04	
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			PANUTHOS			
0011	01/25/05	MOTR	MOTION by resp. to dismiss for			
			LOP	DN 01/26/0	5 B 02/11/05	C
0012	01/26/05	MTG	PRE-TRIAL MEMORANDUM by Resp.			
			(C/S 1/26/05)			
0013	01/26/05	PTM	PRE-TRIAL MEMORANDUM Petr. (per			
			'judge)		R 02/11/05	
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0016	03/02/05	TRAN	TRANSCRIPT of 1/26/05 rec'd.	• •		
			(Bench Op)			
0017	03/07/05	NST	NOTICE of Service of Transcript			
			Decision will be entered for		B 03/08/05	C
	/ /		Resp.		•	
0018	03/08/05	DEC	DECISION ENTERED, S.T. Judge			
			(Continued to page 2)			

Docket No. 5376-04S (Continuation Page 2) INDEX NO. DATE EVENT FILINGS AND PROCEEDINGS ACT/STAT DTE SERVED M

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A P P E L L A T E P R O C E E D I N G S

0019 03/21/05 NOAP NOTICE OF APPEAL by petr(s). to U.S.C.A., 1st Cir. NO FEE REC'D.

0020 03/24/05 NOFC NOTICE of Filing with copy of Not. of App. sent to the parties.



JOHN JENNINGS CRAFO
P. O. BOX 400151
CAMBRIDGE, MA 02140-00

UNITED STATES POSTAL SERVICE

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CAMBRIDGE MA 02140-0002 PO BOX 400151

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The owner wished to voluntarily capcel the insurance



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The Procter & Gamble Company
Legal Division
One Procter & Gamble Plaza
Cincinnati, Ohio 45202-3315

WALL
VIA CERTIFIED MAIL
RETURN RECEIPT REQUESTED

March 23, 2005

Mr. John Jennings Crapo P.O. Box 400151

Cambridge, Massachusetts 02140-0002

Dear Mr. Crapo:

We have received your letter submitting a shareholder proposal for the 2005 Proxy Statement of The Procter & Gamble Company (the "Company"). This letter was received by the Corporate Secretary's office on March 17, 2005.

Your proposal does not comply with the rules and regulations promulgated under the Securities and Exchange Act of 1934. We have included Rule 14a-8 for your reference. Specifically, Rule 14a-8d states that a shareholder proposal, including any accompanying statement, may not exceed 500 words. Your proposal and supporting statement exceed this limit.

Under Rule 14a-8f, if you want us to consider your proposal, you must send us a revised submission. If you mail a response to the address above, it must be postmarked no later than 14 days from the date you receive this letter. If you wish to submit your response electronically, you must submit it to the e-mail address or fax number above within 14 days of your receipt of this letter.

The Company may exclude your proposal if you do not meet the requirements set forth in the enclosed rules. However, if we receive a revised proposal on a timely basis that complies with the length requirement and other applicable procedural rules, we are happy to review it on its merits and take appropriate action. Thank you.

Dean Mitz Adam Newton

Via Cerhher way Counsel

Via Counsel

Tooy 2890,0001040102 April 2005

Enclosure

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# DIVISION OF CORPORATION FINANCE INFORMAL PROCEDURES REGARDING SHAREHOLDER PROPOSALS

The Division of Corporation Finance believes that its responsibility with respect to matters arising under Rule 14a-8 [17 CFR 240.14a-8], as with other matters under the proxy rules, is to aid those who must comply with the rule by offering informal advice and suggestions and to determine, initially, whether or not it may be appropriate in a particular matter to recommend enforcement action to the Commission. In connection with a shareholder proposal under Rule 14a-8, the Division's staff considers the information furnished to it by the Company in support of its intention to exclude the proposals from the Company's proxy materials, as well as any information furnished by the proponent or the proponent's representative.

Although Rule 14a-8(k) does not require any communications from shareholders to the Commission's staff, the staff will always consider information concerning alleged violations of the statutes administered by the Commission, including argument as to whether or not activities proposed to be taken would be violative of the statute or rule involved. The receipt by the staff of such information, however, should not be construed as changing the staff's informal procedures and proxy review into a formal or adversary procedure.

It is important to note that the staff's and Commission's no-action responses to Rule 14a-8(j) submissions reflect only informal views. The determinations reached in these no-action letters do not and cannot adjudicate the merits of a company's position with respect to the proposal. Only a court such as a U.S. District Court can decide whether a company is obligated to include shareholder proposals in its proxy materials. Accordingly a discretionary determination not to recommend or take Commission enforcement action, does not preclude a proponent, or any shareholder of a company, from pursuing any rights he or she may have against the company in court, should the management omit the proposal from the company's proxy material.

# Response of the Office of Chief Counsel Division of Corporation Finance

Re: The Procter & Gamble Company Incoming letter dated May 4, 2005

The proposal relates to rescinding a merger.

There appears to be some basis for your view that Procter & Gamble may exclude the proposal under rule 14a-8(i)(3), as vague and indefinite. Accordingly, we will not recommend enforcement action to the Commission if Procter & Gamble omits the proposal from its proxy materials in reliance on rule 14a-8(i)(3). In reaching this position, we have not found it necessary to address the alternative bases for omission upon which Procter & Gamble relies.

Sincerely,

Heather L. Maples

Heather L. Maples Special Counsel